

Department of Permitting Services Performance Plan: Follow-Up

Carla Reid, Director
June 13, 2008

CountyStat Principles

- **Require Data Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



June 13, 2008

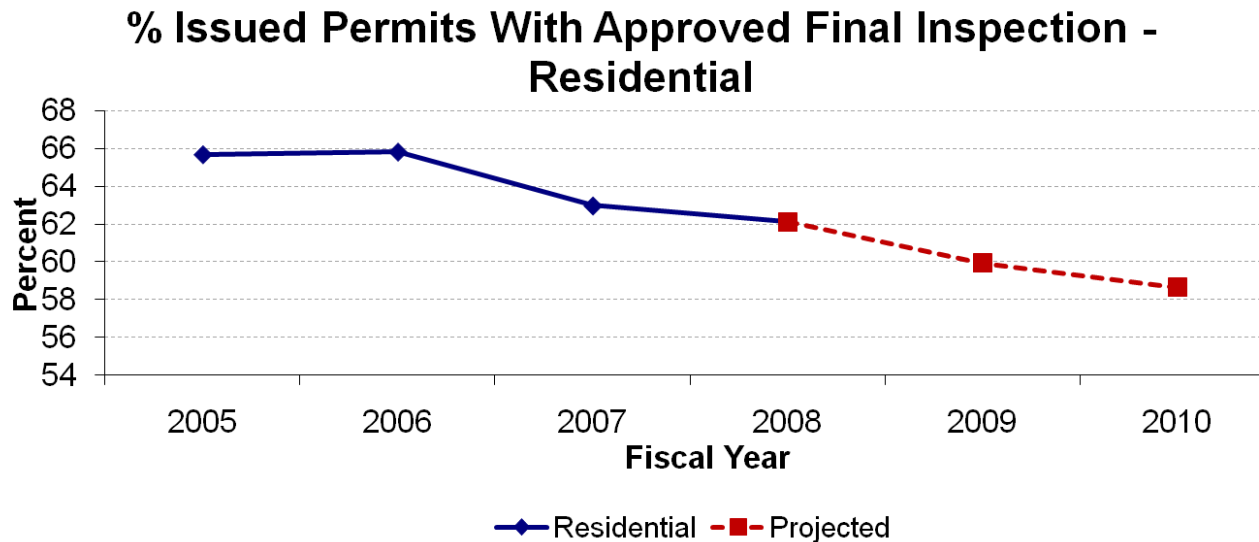
Goals of this meeting

- **Finalize performance plan**
- **Utilize performance plan to guide efforts to improve services**
 - Finalize course of action for
 - More intensive follow-up of residential final inspections
 - Requiring use and occupancy permits for residential construction
 - Enhancements to the DPS website
 - Determine course of action for
 - Commercial use and occupancy permits if tenancy changes
 - Enhancing services to improve DPS' building code rating



Final Inspections

- **Problem:** Headline measure shown below raised questions about why so many residential permits did not get a final inspection
- **Follow-up:** “Determine national and local practices for conducting final inspections for residential and commercial properties and the need for these in Montgomery County”
- DPS has investigated its procedures regarding follow-up on the status of permits



Final Inspections: Land Development

Final inspections are already required in the Land Development Division. Inspectors “own” assigned permits from the time of issuance until the time the work is completed and the permit closed.

Status: Completed

- In the Land Development Division, final inspections are required for all land development permits (right-of-way as well as sediment control)
- Incentive to obtain a final inspection: All land development permits require a bond to be posted
- Before a bond can be released and the permit is closed, a final inspection must be conducted and approved



Final Inspections: Building Construction - Commercial

Final inspections are also required in the Building Construction Division, but only for commercial properties.

Status: Completed

- Final inspections are required
- Incentive to obtain a final inspection: Use and Occupancy Certificates are required



Final Inspections: Building Construction - Residential

We will have to closely monitor permit status and propose modifications to existing code in order to properly implement final inspections on residential properties.

Status: Completed

■ What we propose to do

- Issue a notice of violation for work performed without approved inspections, or for not obtaining an approved final inspection
- Issue a civil citation as necessary

■ What it will take to implement the proposed plan

- Revise Chapter 8 to limit permit/construction duration
- Use Hansen to notify staff and applicants about the status of permit and inspections
- Possibly add staff to monitor the permit status



Use and Occupancy Requirements: Residential

As was the case with final inspections, DPS should require U and O's for residential properties, even though our final inspection essentially serves the same purpose.

Pros	Cons
<ul style="list-style-type: none">▪ This change would give applicants incentive to call in for the final inspection▪ This change would give us up to 2 additional ISO points• This change would require minimal additional staff	<ul style="list-style-type: none">▪ Chapters 8 and 59 must be modified to require a Use and Occupancy for residential buildings▪ Would need to inform the public of this change▪ There would be an additional fee to applicants



Use and Occupancy Requirements: Commercial

There is a potential glitch in our system. When occupancy changes, DPS allows the new owner to keep the existing U&O. DPS needs to determine if a new U & O should be required.

Status: Completed

- The law requires a new U & O on commercial properties when the use changes
- The law does not require a new U & O on commercial properties when the occupancy changes



Construction Safety: Building Code Rating

There are 28 categories in which points can be earned. The table lists the eight areas in which DPS received a perfect score.

Status: Incomplete

- Scores are given both for 1- and 2-family dwellings and for all other (commercial) construction

Section	Residential	Commercial
Adopted Codes (year)	8.00	8.00
No modification to code (structural)	4.00	4.00
Participation in code development	0.50	0.50
Re-inspections required	1.00	1.00
Natural hazard mitigation	1.50	1.50
Zoning provisions	1.00	1.00
Final inspections	2.5	2.5
Certificate of occupancy	-	2.00
TOTALS	18.50	20.50



Construction Safety: Building Code Rating

While the math has been done to determine DPS' gap, analysis is still required to determine the actual savings and benefits we will receive by making certain improvements.

Status: Incomplete

- To see improvement in insurance rates from the ISO BCEGS, the County must improve its scores as shown below

	Current		Needed		Difference
	Rating	Points	Rating	Points	
Family dwellings	5	57	3	77	20
Commercial	4	68	3	77	9



Environmental Performance Measures

DPS could use the MDE criteria to independently measure performance. Therefore, no new environmental measures are needed.

Status: Completed

- **Measure:** MDE delegation of erosion and sediment control authority
- **Follow-up:** Identify the criteria used by the Maryland Department of the Environment and evaluate the appropriateness of DPS measuring these on an ongoing basis
- **MDE's criteria used to evaluate sediment control program effectiveness**
 - Complete approved plans
 - Adequate implementation of plans
 - Adequate maintenance of devices
 - Successful enforcement of violations
- **The result of what we do is a direct measure of the results that DEP reports**



Granularity of Performance Measures

After reviewing the headline performance measures, DPS determined that most had the necessary granularity needed to draw accurate conclusions and determine proper corrective actions. However, there were three measures that will require more granularity to be useful and meaningful.

Status: Completed

- **Performance Measures Requiring More Granularity**
 - Average Time to Issue New Construction Permits
 - Average Time to Issue Permits for Additions
 - Complaints Resolved on First Inspection
- **The time measures will be improved when the new plan tracking process is implemented**
- **DPS will create a new measure that will refine the data on complaint requests resolved on the first inspection into the following categories**
 - No violation found
 - Case referred to another agency
 - Violation found, resolution achieved
 - Violation found, case file opened



The New Plan Tracking Process

IMPROVE PLAN TRACKING

Develop a consistent method and a transparent system for tracking plans to ensure that all interested parties know the location and the status of any plan, at any time

Benefits

- Exact plan location is known at any time
- Activity duration is recorded
- Plan “waiting” time (bin time) is determined
- Calculate time on the customer’s clock and on DPS’ clock
- Input to management analyses and decisions (resource allocation, personnel, staffing, budget)

Target implementation date: 10/30/08



Customer Survey Data (Under Construction)

Customers interface with DPS to receive services in at least 5 places. However, DPS only surveys at one point of interface – at the counter.

- **Steps necessary in order to begin data collection and analysis**
 - Define the places where customers interface with our processes
 - Counter Services (information, application intake, plan submittals)
 - Consultations
 - Field Visits
 - Website
 - Interactive Voice Response (IVR)
 - Define populations of interest
 - Develop sampling methodology
 - Create an appropriate survey tool for each of these populations
 - Collect data
 - Analyze data
 - Modify processes



Customer Survey Data – From Current Surveys

- **Customers who use DPS counter services have the opportunity to complete a “Customer Service Survey” card evaluating their experiences**
- **The current survey instrument has construction deficiencies and, as it is designed, it is difficult to correlate satisfaction to the various services provided**
- **10% of Customer Service Survey cards collected from 2004 to 2008 were sampled to give DPS a baseline indicator of customer satisfaction with counter services**



Customer Survey Data – From Current Surveys

Type of Service	Mean Score	Response Rate
Information Counter	3.56	81%
Zoning Counter	3.58	61%
Fast Track Counter	3.33	58%
Permit Technician Service	3.48	68%
Technical Staff Consultation	3.93	45%



Future Surveys – Targeted Audience

Direct Interaction, Frequent Use	Direct Interaction, Infrequent Use	Indirect Interaction, Infrequent Use
Industry Organizations Licensed Professionals Permit Runners Municipalities Other County Departments Outside Agencies (MNCPPC, WSSC, etc.)	Homeowners Fast Track Zoning Counter Information Counter Applicants by permit type Applicants by use type Seniors Geographical Area – customers defined by Telephone – Customers who have called for information Interactive Voice Response Users Online Services Users Customers filing a complaint Customers who are the subject of a complaint Homeowner Associations Faith-Based Community	Property Owners adjacent to or in the neighborhood of properties with permits/complaints Civic Associations Homeowner Associations Realtors



First Customer Survey

Methodology – Survey

DPS Customers – Fast Track

Data Collection Period – October, January, April, July

Results Reported – Each Following Months (November 2008 first results)



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Plan Tracking on DPS Website

Plan tracking information is already posted on the DPS website. However, it may not be obvious to the customer how to maneuver the website to easily locate this information. DPS has an initiative in place to address this issue.

Status: Completed

■ Current DPS website capabilities

- Display real-time Permit System information for application/permit (AP) status, reviews and inspections
- Search by AP number, or address, or Zip code, or contact
- Submit a complaint (implemented January 2008)
- Display online electronic documents (applications, permits, & plans) (implemented May 2008)
- Enter a “Request for Information” online (implemented May 2008)

■ Future enhancements

- Provide a graphic display of real-time plan tracking information



Wrap-Up

- **Confirmation of follow-up items**
- **Time frame for next meeting**



Agenda

- **Welcome and Introductions**
- **Follow up Items from April 11, 2008 Presentation**
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 - Construction safety: building code rating
 - Environmental performance measures
 - Granularity of performance measures
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- **Wrap-up**



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Final Inspections: Building Construction - Residential

Every jurisdiction researched by DPS required finals and subsequent enforcement, except Montgomery County. DPS should conduct final inspections as do other jurisdictions.

Status: Completed

Jurisdiction	Final Insp. Required	Enforcement	U&O Required	Enforcement
Montgomery County	Yes	N.O.V.	No	No
Frederick County Md.	Yes; IRC & IBC	N.O.V.	Yes: IRC & IBC	N.O.V.
Howard County Md.	Yes; IRC & IBC	N.O.V.	Yes: IRC & IBC	N.O.V.
P.G. County Md.	Yes; IRC & IBC	N.O.V.	Yes: IRC & IBC	N.O.V.
Baltimore County Md.	Yes; IRC & IBC	N.O.V.	Yes: IRC & IBC	N.O.V.
Anne Arundel Co. Md.	Yes; IRC & IBC	N.O.V.	Yes: IRC & IBC	N.O.V.
States of NJ, PA, VA	Yes; IRC & IBC	N.O.V.	Yes: IRC & IBC	N.O.V.

Abbreviation Key: N.O.V

Notice of Violation

IBC

International Building Code

IRC

International Residential Code



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Use and Occupancy Requirements: Commercial

Recommendation: Determine what other jurisdictions are doing and evaluate the intensity of the pros and cons listed.

Pros	Cons
<ul style="list-style-type: none">▪ Assurance that the building meets safety standards, now that occupants are different▪ Inspectors think this is a good idea▪ Owners would have to comply with new codes when tenancy changes	<ul style="list-style-type: none">▪ Creates more work for DPS▪ May need additional inspection staff▪ Supervisors don't think this is a good idea▪ Owners would have to comply with new codes when tenancy changes▪ DPS must adopt the existing IBC code



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Construction Safety: Building Code Rating

DPS experienced the largest point differences in seven of the 28 areas. These areas are areas of opportunity for improvement. Some, like requiring U&O certifications, will require minimal effort and cost to implement.

Status: Incomplete

Section	Residential	Commercial	Maximum Points
Training	4.76	4.76	13.00
Certifications	3.58	3.58	12.00
Public Awareness	0.00	0.00	2.50
Staffing: Plan Review	2.72	6.17	9.00
Staffing: Inspections	4.42	8.55	9.00
Inspection Checklist	0.00	0.00	2.00
Use and Occupancy Certificates	0.00	2.00	2.00
TOTALS	15.49	25.06	49.50
DIFFERENCE	34.01	24.44	



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Environmental Performance Measures

SITE NAME	PLAN APPROVED	ADEQUATE IMPLEMENTATION		ADEQUATE MAINTENANCE		ENFORCEMENT SUCCESSFUL	
		YES	NO	YES	NO	YES	NO
November 7, 2007							
54. Woodcrest	9/09/07	I		I		✓	
15 acre earth disturbance for a subdivision...inactive due to lack of home sales...controls include silt fence, super silt fence, and dikes that discharge to 2 sediment traps and 1 basin...prior inspection reports indicate successful enforcement...site is well maintained and in compliance with the approved plan							
55. Woodcrest Phase II	10/28/07	I		I		✓	
8 acre earth disturbance for a subdivision...inactive due to lack of home sales...controls include silt fence, super silt fence, and dikes that discharge to 5 sediment traps...inflow to trap number 5 and outfall into stream are being monitored as part of special protection area...prior inspection reports indicate successful enforcement...site is well maintained and in compliance with the approved plan							
56. Woodcrest Phase III	5/17/07	I		I		✓	
3 acre earth disturbance for a stockpile...active placement of material...controls include dikes that discharge to a sediment forebay with a filtered draw-down device and then into a sediment basin...incremental stabilization is evident...good germination exists...site is well maintained and in compliance with the approved plan							
57. Clarksburg	2/28/07	I		I		✓	
38 acre earth disturbance for a subdivision...inactive due to lack of home sales...controls include silt fence, super silt fence, and dikes that discharge to 3 sediment traps and 1 basin...incremental stabilization is evident...good germination exists...prior inspection reports indicate successful enforcement...site is well maintained and in compliance with the approved plan							
58. Clarksburg Main Pond	8/15/07	R	I	IR		✓	
9 acre earth disturbance for a subdivision and stormwater management pond...a majority of the site is stabilized and most homes are occupied...controls include a storm drain system that discharges to a sediment basin...a flow splitter in the riser is directing runoff to a sand filter and the orifice needs to be blocked per the approved plan until all earth disturbance is complete...inspection report issued reinspection on 11/20/07 finds low flow orifice to sand filter blocked...site is contained							

I = Initial Inspection

R = Reinspection



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DPS Wins "Montgomery's Best" Partnership Award



(from left to right) Sgt. Gary Powell, Karen Howard, Shilong Zheng, Cpl. Wayman Lockhart

The DPS - DOCR Electronic Document Management Team was recently selected to receive the prestigious and competitive **Montgomery's Best Honor Award** for 2007 in the Partnership category. This award recognizes those who developed collaborative relationships that significantly contributed to the accomplishment of County programs as a result of exemplary teamwork, cooperation and collaboration. The team developed and manages the program to convert all applications, permits, construction drawings and related documents into electronic format at the Montgomery County Correctional Facility (MCCF). Major benefits of the innovative program include providing up-to-date job skills for the inmate population; improved likelihood for their success upon departure from the MCCF; reduced costs; and improved service to DPS customers and staff. For more information on our program, click [here](#).

Search for permits online [Help](#)

Use any option below to schedule or cancel your inspections.

Option 1
➤ Enter the permit number and check your permit status.

Application Type
Building Residential

Permit number 467785

Option 2
➤ Search for permits for a [Property Address](#)

Option 3
➤ Search for permits for a [Zipcode](#)

Option 4
➤ View the permits linked to your [Contact number](#)
This option requires your PIN number

DPS Main Telephone Number
240-777-6300

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Monday - Friday
7:30 A.M. - 4:00 P.M.

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DPS/Application Details

Reviews Inspections **Status** Schedule Inspection Cancel Inspection

Building Residential Permit/License: 467785

Application Details [Help](#)

Permit Number	467785	Site Address	15722 Edwards Ferry RD Poolesville MD 20837-9203
Application Date	10/08/2007	Lot - Block - Subdiv.	Poolesville Outside
Issue Date	04/03/2008	Application Status	Permit Issued
Final Date			
Work Type	Construct - Single Family Dwelling		
Square Footage	4932		
Value	\$1,000,000.00		

Contractors

ID	Name	Address
BC0362	John L. Dufief, Inc.	2280 Glenmore Terrace Rockville Md 20850-

Licenses

Contractor	License	Name	Address
BC0362	BC0362	Dufief	2280 Glenmore Terrace Rockville Md 20850

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Building Residential Permit/License: 467785

Reviews [Review Agencies](#) [Help](#)

Description	Status	Reviewer	Start Date	Complete Date
(Stormwater Requirements Met?)	Approved	Joe Kozlowski	10/08/2007	02/07/2008
Architectural	Approved	Alli Oseni	10/29/2007	12/06/2007
Architectural Screening	Approved	Michael Adu	10/08/2007	10/08/2007
Dps Site Review	Approved	Angela Clark	10/08/2007	10/08/2007
Dps Zoning Review	Approved	Robin Ferro	10/11/2007	10/11/2007
Drainage Review	Waived			
Hold For Contractor Lic Review	Approved	Angela Clark	10/08/2007	03/26/2008
Maryland Park & Planning	Approved	Wayne Cornelius	03/18/2008	03/27/2008
Mechanical	Waived			
Sediment Control No. Required	Approved	Joe Kozlowski	10/08/2007	02/07/2008
Septic Review	Approved	Kimberly Clark	04/02/2008	04/02/2008
Septic Review	Denied	Kimberly Clark	10/08/2007	10/08/2007
Structural	Approved	Alli Oseni	10/29/2007	12/06/2007
Subdivision Development Review	Approved	Edward Ferrer	03/26/2008	03/26/2008
Wash Suburb Sanitation Commns	Not Applicable	Angela Clark	10/08/2007	02/28/2008
Well Review	Approved	Kimberly Clark	04/02/2008	04/02/2008
Well Review	Denied	Kimberly Clark	10/08/2007	10/08/2007

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DPS/Application Details

Reviews Inspections Status Schedule Inspection Cancel Inspection
Building Residential Permit/License: 467785

Inspections [Help](#)

Description	Status	Scheduled	Completed	Location
Concrete Slab	Passed	04/24/2008	04/24/2008	
Permit Notification Sign	Passed	04/21/2008	04/21/2008	

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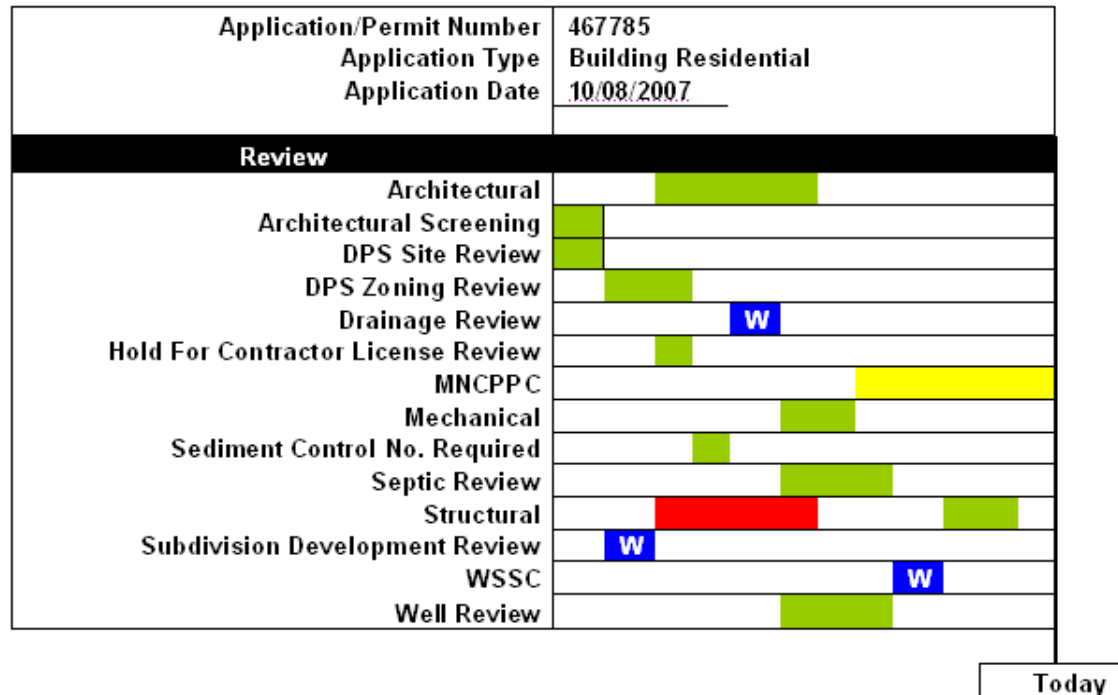


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DPS Website Future Enhancements

DPS Web Site Real-Time Application Monitor



Legend	
Approved	
Denied	
In Progress	
Pending	
Waived	



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